

**PRELIMINARY DRAFT**

**2005-07**

**Seven-Year Strategic Plan**

**Washington State Board of Health**

**November 4, 2005**

**NOTE: This is a preliminary draft developed by Board staff for discussion purposes only. It does not reflect the opinions of the Washington State Board of Health or its individual members.**

## **MISSION STATEMENT**

The Board's mission is to advance policies that protect and improve the public's health for all Washingtonians. The Board pursues this mission by writing rules, analyzing policy, advising decision makers, promoting partnerships, and encouraging public engagement.

## **VISION STATEMENT**

The Board will work toward a future in which—

- Society can respond quickly and effectively to protect its members from disease and hazards that impact health;
- Infectious diseases are controlled, and incidences of other physical and mental diseases, as well as injuries, are minimized;
- Everyone enjoys the same opportunities for health, and those who need special support to participate in their communities receive the services they require;
- People make choices that keep themselves healthy and promote the health of others; and
- The natural and built environments support physical health and emotional well being.

The Board believes that to achieve and maintain this vision, public health agencies must be highly valued by the public and have the resources and skills they need to protect the public's health. Individuals must use health services responsibly and be empowered to apply health-promoting practices for themselves and in their families, schools and communities. Health care must be accessible to all, and must emphasize prevention, health promotion, early intervention, quality, equity and evidence-based practices.

## **GOALS**

1. Increase the capacity of the public health system
2. Assure access to critical health services
3. Reduce disparities in health outcomes and health care access and quality
4. Improve health outcomes by promoting healthy behaviors
5. Promote natural and built environments that are healthy and safe

**Goal 1: Increase the capacity of the public health system.****❖ Objective 1.1:** Strengthen the capacity of the state's network of public health agencies

- **Strategy 1.1.1:** Participate in the Public Health Improvement Partnership.
  - **Activity 1.1.1.1:** Participate in the PHIP Steering Committee
  - **Activity 1.1.1.2:** Assign staff to PHIP committees; participate as schedules permit
- **Strategy 1.1.2:** Encourage stable and secure funding public health funding.
  - **Activity 1.1.2.1:** Continue to advise the Joint Select Committee on Public Health Financing.
  - **Activity 1.1.2.2:** Support legislative efforts to provide stable and secure public health funding

**❖ Objective 1.2:** Support the tribes' efforts to increase their public health capacity.

- **Strategy 1.2.1:** Identify and pursue ways to strengthen tribal health jurisdictions.
  - **Activity 1.2.1.1:** Identify and promote statutory changes that would strengthen the abilities of tribes to form effective tribal health jurisdictions.
  - **Activity 1.2.1.2:** Identify partnerships between local health jurisdictions and tribes and disseminate exemplary practices.
  - **Activity 1.2.1.3:** Develop tribal public health section on SBOH Web site.
  - **Activity 1.2.1.4:** Consult with DOH and GOIA on health-related Centennial Accord initiatives.
- **Strategy 1.2.2:** Clarify and strengthen relationship between the Board and the tribes.
  - **Activity 1.2.2.1:** Identify appropriate role for Board in Centennial Accord process.
  - **Activity 1.2.2.2:** Support efforts to add a tribal government representative to the State Board of Health.
  - **Activity 1.2.2.3:** Monitor development of DOH state-tribal relations policy; adopt comparable Board should policy if appropriate.
  - **Activity 3.4.2.2:** Require GOIA Government-to-Government training for all Board staff; make available for all Board members.

❖ **Objective 1.3:** Strengthen communication and collaboration between state and local boards of health.

- **Strategy 1.3.1:** Create opportunities for direct communication between State Board of Health members and members of local boards.
  - **Activity 1.3.1.1:** Seek opportunities as appropriate for joint meetings between SBOH and local boards of health.
  - **Activity 1.3.1.2:** Invite local board members to participate in SBOH meetings in their areas.
  - **Activity 1.3.1.3:** Ask local boards to provide time on their agendas for discussions with SBOH members.

**Performance Measures**

- SBOH communicates directly with 10 local boards each year.
- SBOH communicates directly with 85 percent of local boards of health every three years.

- **Strategy 1.3.2:** Increase SBOH and local board member's awareness of one another's activities.
  - **Activity 1.3.2.1:** Submit column about current SBOH activities and issues under the byline of the elected county official on the Board for publication in the Washington State Association of Counties newsletter *The Courthouse Journal*.
  - **Activity 1.3.2.2:** Maintain a section on the SBOH Web site that provides up-to-date information about local boards of health.
  - **Activity 1.3.2.3:** Include local board of health agendas, minutes and other materials in "FYI" on-line newsletter for SBOH members and the public.

**Performance Measures**

- The Courthouse Journal article appears at least 8 times per calendar year.
- Comprehensive update to the local boards section of the SBOH Web site completed by March 1 of each year.

- **Strategy 1.3.3:** Identify and act on opportunities for SBOH to contribute to local board development activities.
  - **Activity 1.3.3.1:** Continue to promote the Welcome to Public Health brochure.
  - **Activity 1.3.3.2:** Explore possible joint training opportunities with WSALPHO
  - **Activity 1.3.3.3:** Identify and pursue other activities as they opportunities.

❖ **Objective 1.4:** Improve public health capacity to respond quickly and effectively to emergent health threats.

- **Strategy 1.4.1:** Update 2001 SBOH report *Response Capacity During a Health Emergency: A Review of Selected Issues* to reflect pandemic flu scenarios and lessons learned from hurricane response.
- **Strategy 1.4.2:** Reserve Board staff capacity to develop timely policy responses to emerging health issues as they arise.
  - Specific activities will be identified as health threats emerge.

<p><b><u>Performance Measure</u></b></p>
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<p>Update <i>Response Capacity During a Health Emergency</i> by January 1, 2006.</p>
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- **Strategy 1.4.2:** Contribute to collaborative efforts to assure public health preparedness.
  - **Activity 1.4.3.1:** Participate in Public Health Emergency Preparedness and Response Joint Advisory Committee.
  - **Activity 1.4.3.2:** Participate, if asked, in legislative discussions of emergency preparedness.
- **Strategy 1.4.3:** Continuously evaluate whether public health authorities and SBOH rules would be adequate in the event of a health emergency; revise if necessary.
  - **Activity 1.4.3.1:** Continuously evaluate adequacy of public health authorities and Board rules for isolation and quarantine; revise rules if necessary.
  - **Activity 1.4.3.2:** Consult with DOH to determine if revisions to Board rules concerning handling of deceased remains could improve emergency response and recovery during a mass casualty event; revise rules if necessary.
  - **Activity 1.4.3.3:** Monitor developments in field of syndromic surveillance and changes in communicable disease reporting requirements in other states; revise notifiable conditions rule if necessary.

❖ **Objective 1.5:** Increase the organizational capacity of the State Board of Health.

➤ **Strategy 1.5.1:** Document Board plans, policies, and procedures

- **Activity 1.5.1.1:** Develop and adopt five-year strategic plan; review and update each biennium.
- **Activity 1.5.1.2:** Develop and adopt communications strategy.
- **Activity 1.5.1.3:** Document critical governance and management practices in the form of Board-approved policies and procedures.

**Performance measures**

- 2007-09 Five-Year Strategic Plan adopted by May 1, 2006

➤ **Strategy 1.5.2:** Create opportunities for Board development

- **Activity 1.5.2.1:** Provide timely individual orientations for all new Board members.
- **Activity 1.5.2.2:** Hold Board orientations on policy development, rule making procedures, and collaboration with DOH.
- **Activity 1.5.2.3:** Schedule work sessions to brief Board members on topical policy issues.

**Performance measures**

- Orientations on policy development, rule making and collaboration with DOH completed in FY06

➤ **Strategy 1.5.3:** Promote performance management throughout SBOH functions.

- **Activity 1.5.3.1:** Include performance measures in strategic plan.
- **Activity 1.5.3.1:** Develop goals and evaluation strategies for rule making and policy initiatives.
- **Activity 1.5.3.2:** Establish performance measures and conduct timely performance reviews for all staff members.

**Performance measures**

- The 2007-09 Five-Year Strategic Plan contains at least one performance measure for 90 percent of strategy.
- All employees receive performance reviews in compliance with DOH schedule.

- **Strategy 1.5.4:** Maintain and strengthen collaboration with agency partners.
  - **Activity 1.5.4.1:** Continue to improve collaborative relationship with DOH.
  - **Activity 1.5.4.2:** Establish regular and direct communications with leadership at other key partner agencies.
  - **Activity 1.5.4.3:** Continue to participate in Agency Medical Directors Group.
  - **Activity 1.5.4.4:** Increase agencies' participation in development of the State Health Report and related activities.
  - **Activity 1.5.4.5:** Participate in WSALPHO meetings as content warrants and schedules permit.

## **Goal 2: Assure access to critical health services**

❖ **Objective 2.1:** Encourage integrated health care financing systems that increase access by pooling risk and cutting administrative costs.

- **Strategy 2.1.1:** Explore possible partnership with the Washington State Medical Association ...
- **Strategy 2.1.2:** Explore possible partnership with the Office of the Insurance Commissioner ...
- **Strategy 2.1.3:** Convene a gathering of medical, insurance, government, non-profit, and business leaders to discuss ways to design an insurance system that consolidates risk pools and administrative functions.

**NOTE:** Craig will continue to work with Dr. Gray and Access Committee to identify strategies, activities, action plan, and performance measure.

❖ **Objective 2.2:** Increase understanding and use of the Board's *Menu of Critical Health Services*

- **Strategy 2.2.1:** Promote continued use of the *Menu* by the PHIP Access Committee
- **Strategy 2.2.2:** Participate in efforts to define, create incentives for, and measure the delivery of critical health services, including efforts to increase insurance coverage and access to a medical home, to encourage use of the *Menu*.
  - **Activity 2.2.2.1:** Partner with the Washington Health Foundation's Healthiest State in the Nation campaign as it defines statewide measures such as "medical home" or "health home," "preventative health insurance," and "sentinel clinical health services."
  - **Activity 2.2.2.2:** participate in the Governor's Health Washington/Prevention Work Group.

**NOTE:** Craig will continue to work with Dr. Thorburn and Access Committee to identify strategies, activities, action plan, and performance measure.

❖ **Objective 2.3:** Increase utilization of preventive health services for children.

- **Strategy 2.3.1:** Promote policies designed to increase the number of children who have a medical home.
  - **Activity 2.3.1.1:** Work with other agencies, the Governor's office, the Washington Health Foundation and other partners to develop a consensus definition of "medical home" or "health home."



- **Activity 2.3.1.2:** Support efforts to implement recommendation 8 of the Joint Select Committee on Health Disparities: “Establish for all Washingtonians, beginning with children and expectant and new parents, a ‘health home’ that encompasses at least an ongoing relationship with a primary care provider and a source of core health information for each person.”
- **Activity 2.3.1.3:** Support medical home initiatives developed by the Governor’s Healthy Washington/Prevention Work Group.
- **Strategy 2.3.2:** Promote improved availability and affordability of preventative health care for children.
  - **Activity 2.3.2.1:** Convene a forum of agency, business, and insurance representatives to discuss ways to develop and promote private insurance products that cover a wide array of preventive services, including dental care, for children.

**NOTE:** Tara and Craig will continue to work with Dr. Chu and Access Committee to identify strategies, activities, action plan, and performance measures.

#### ❖ **Objective 2.4:** Increase immunization rates

- **Strategy 2.4.1:** Articulate clear policy rationales and criteria for existing policies.
  - **Activity 2.4.1.1:** Participate in efforts to articulate the policy rational for universal purchasing of childhood vaccines, identify guidelines for including specific immunizing agents, and evaluate vaccines against the guidelines.
  - **Activity 2.4.1.2:** Articulate policy rationale for mandating vaccines as a condition of school entry, identify criteria for requiring immunizations against specific vaccine preventable diseases, and evaluate vaccines against the guidelines.
- **Strategy 2.4.2:** Assess and promote schools’ capacity to implement vaccine requirements
  - **Activity 2.4.2.1:** Study and report on the capacity of schools to implement school entry mandates and propose process improvements and policy changes to increase that capacity if necessary.
  - **Activity 2.4.2.2:** Monitor efforts in other states to reduce convenience exemptions; support statutory changes in Washington if appropriate.

- **Strategy 2.4.3:** Advance effective adult immunization policies.
  - **Activity 2.4.3.1:** Review evidence basis for national influenza vaccine prioritization plans in the event of a pandemic or vaccine shortage; consider Board resolution calling for changes if appropriate.
  - **Activity 2.4.3.2:** Brief the Board on proposals for an adult immunization policy; consider Board action if appropriate.
  - **Activity 2.4.3.3:** Publicly recognize hospitals, nursing homes and other workplaces that encourage high vaccination rates among employees; identify and catalog best practices that have contributed to these successes.

**NOTE:** Craig and Tara will continue to work with Dr. Thorburn and the Access Committee to identify strategies, activities, action plan, and performance measures.

❖ **Objective 2.5:** Promote access to and utilization of preventive mental health services.

- **Strategy 2.5.1:** Strengthen Board expertise on mental health issues.
  - **Activity 2.5.1.1:** Hold work session to inform Board about recent and ongoing efforts to reform Washington's mental health system.
- **Strategy 2.5.2:** Promote a public health approach to mental health.
  - **Activity 2.5.1.2:** Explore possible role for the Board in supporting DSHS grant-funded mental health reform activities that take a public health approach.
  - **Activity 2.5.1.3:** Develop a report that examines capacity in the state to deliver preventive, community-oriented, population-based mental health services, articulates a vision for a public health approach to mental health, and makes policy recommendations.

### **Goal 3: Reduce disparities in health outcomes and care access and quality**

❖ **Objective 3.1:** Encourage a strategic and coordinated state government approach to reducing health disparities.

- **Strategy 3.1.1:** Support efforts of Governor's minority affairs commissions to encourage a community-based response.
  - **Activity 3.1.1.1:** Participate in planning group for the 2005 Diversity Health Summit, as well as future summits.
  - **Activity 3.1.1.2:** Support efforts of the Intercultural Networks formed at the Summit.
- **Strategy 3.1.2:** Work to develop a coordinated health disparities strategic plan for state executive agencies.
  - **Activity 3.1.2.1:** Convene an interagency workgroup to assess value of statewide plan; staff interagency work group if it decides to pursue a statewide plan.

**Activity 3.1.2.2:** Facilitate a coordinated state agency response to recommendations from the Intercultural Networks.

- **Activity 3.1.2.3:** Encourage agencies with health-related functions to include activities designed to eliminate health disparities in their strategic plans.

❖ **Objective 3.2:** Identify and promote policy interventions that improve health status for populations with specific diseases or risk factors.

- **Strategy 3.2.1:** Identify and promote interventions for students of color who are concurrently at risk for both poor health outcomes and poor academic achievement.
  - **Activity 3.2.1.1:** With OSPI, issue report that examines the link between health disparities and academic achievement and makes policy recommendations.

**NOTE:** Staff will continue to work with Health Disparities Committee to identify strategies, activities, action plan, and performance measure.

- **Strategy 3.2.2:** Understand factors that contribute to infant mortality in African American and American Indian/Alaskan Native populations.
  - **Activity 3.2.2.1:** Conduct Board study session on Sudden Infant Death Syndrome, prematurity and other contributing factors; consider additional activities as appropriate.

❖ **Objective 3.3:** Promote diversity in the health care workforce.

- **Strategy 3.3.1:** Identify and pursue opportunities to help implement recommendation #2 of the Joint Select Committee on Health Disparities: “Develop a workforce that is representative of the State’s population.”
- **Strategy 3.3.2:** Identify and pursue opportunities to help implement recommendation #3 of the Joint Select Committee on Health Disparities: “Identify and collect relevant and accurate data on health care professionals, students in the health care professions, and recipients of health services.”

❖ **Objective 3.4:** Integrate health disparities awareness into Board activities.

- **Strategy 3.4.1:** Explicitly address health disparities in Board work products.
  - **Activity 3.4.1.1:** Address health disparities in the State Health Report.
  - **Activity 3.4.1.2:** Address opportunities to reduce health disparities in all Board policy reports.
- **Strategy 3.4.2:** Increase the cultural competency of the Board
  - **Activity 3.4.2.1:** Require cultural competency training for all Board staff.

## **GOAL 4: Improve health outcomes by promoting healthy behaviors**

### **❖ Objective 4.1: Improve nutrition and increase physical activity**

- **Strategy 4.1.1:** Partner with other organizations to promote better nutrition and increased physical activity, particularly for children in school settings.
  - **Activity 4.1.1.1:** Monitor reconstitution of State Board of Education and identify opportunities for partnerships around issues such as physical education requirements and implementation of nutrition policies.
  - **Activity 4.1.1.2:** Continue to participate in interagency leadership group on integrated school health.
  - **Activity 4.1.1.3:** Continue to explore opportunities for public-private social marketing partnerships.
  - **Activity 4.1.1.4:** Continue to participate in the Nutrition and Physical Activity Policy Leadership Group.

### **❖ Objective 4.2: Reduce alcohol and tobacco use.**

- **Strategy 4.2.1:** Support the preservation and enhancement of the comprehensive tobacco control program.
  - **Activity 4.2.1.1:** Support initiatives developed by the Governor's Health Washington/Prevention Work Group.
  - **Activity 4.3.2.1:** Support current-level funding beyond 2007.
- **Strategy 4.2.2:** Help reduce the incidence of Fetal Alcohol Spectrum Disorders.
  - **Activity 4.2.2.1:** Support initiatives developed by the Governor's Health Washington/Prevention Work Group.
- **Strategy 4.2.3:** Reduce children's exposure to secondhand smoke in private settings.
  - **Activity 4.2.3.1:** Research impacts of secondhand smoke on children, explore policy options, and issue report with policy recommendations.

## **Goal 5: Assure natural and built environments that promote and protect human health and safety**

### **❖ Objective 5.1:** Encourage dialog and partnerships between public health professionals and land-use planners.

- **Strategy 5.1.1:** Use existing conferences and meetings to foster dialog.
  - **Activity 5.1.1.1:** Help plan the 2006 Washington Environmental Health Association's Annual Educational Conference regarding health and the built environment.
  - **Activity 5.1.1.2:** Help organize regional meetings of the Washington Chapter of the American Planning Association to feature public health speakers.
- **Strategy 5.1.2:** Co-sponsor a seminar for community decision makers regarding health and the built environment.

### **❖ Objective 5.2:** Assure Board environmental health rules are doing what they are designed to do.

- **Strategy 5.2.1:** Evaluate recently revised rules in a regular and timely manner.
  - **Activity 5.1.1.1:** Receive report from DOH on progress in implementing the new food rule, as well as any problems identified with the rule; act on report if necessary.
  - **Activity 5.1.1.2:** Receive report from DOH on progress in implementing the new small on-site septic systems, as well as any problems identified with the rule; act on report if necessary.
- **Strategy 5.2.2:** Assure environmental health rules are adequate and current; revise if necessary.
  - **Activity 5.2.1.1:** Revise rule concerning disposal of dead animal carcasses.
  - **Activity 5.2.1.2:** With DOH, revise large on-site septic systems rule.
  - **Activity 5.2.1.3:** With DOH, revise food worker card rules to address adult family homes and food allergies.
  - **Activity 5.2.1.4:** With DOH, revise on-site rules to include new chapter on septic tanks.
  - **Activity 5.2.1.5:** With DOH, revise zoonotics and pets rule to better address psittacosis and rabies; consider other changes as warranted.
  - **Activity 5.2.1.6:** With DOH, revise transient accommodations rule to address health and safety issues in homeless shelters.

- **Activity 5.2.1.7:** With DOH and Ecology, clarify overlapping wastewater authorities.

❖ **Objective 5.3:** Assure school environments that promote and protect human health.

- **Strategy 5.3.1:** Ensure that Board rules and associated guidance are adequate and current.
  - **Activity 5.3.1.1:** With DOH and OSPI, revise health and safety rules for primary and secondary schools.
  - **Activity 5.3.1.2:** With DOH and OSPI, assure schools have current guidelines on health and safety issues not fully addressed in rules.
  - **Activity 5.3.1.3:** With DOH and OSPI, clarify overlapping authorities for school construction standards.
- **Strategy 5.3.2:** Improve quality and number of school environmental health and safety programs.
  - **Activity 5.4.1.1:** Support initiatives developed by the Governor's Healthy Washington/Prevention Work Group.

❖ **Objective 5.4:** Reduce human exposures to environmental toxins

- **Strategy 5.4.1:** Prevent human exposure to persistent bioaccumulative toxins.
  - **Activity 5.4.1.1:** Continue support for DOE's persistent bioaccumulative toxins plan and individual chemical action plans.
  - **Activity 5.4.1.2:** Support related initiatives developed by the Governor's Healthy Washington/Prevention Work Group.
- **Strategy 5.4.2:** Protect children from exposure to toxic metals in child care settings.
  - **Activity 5.4.2.1:** Support initiatives developed by the Governor's Healthy Washington/Prevention Work Group.